For Today's WebEx
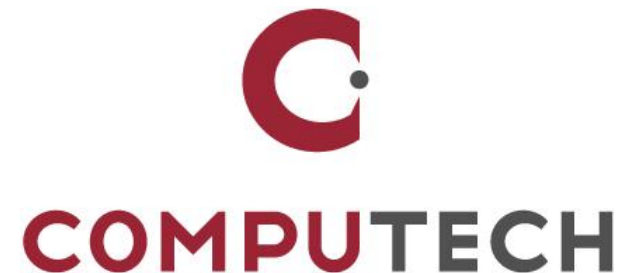# Dilbert on Video Conferencing   June 1994

Lessons Learned on the Way to Delivering at Scale

Better Faster Cheaper

Agile Fridays
Washington State

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COMPUTECH

Three Fundamental . . . Paradoxes

1. A desire to know the end result before we start

    ● (Shhhh … which is why waterfall exists)

    ● Yet software creation is **progressive revelation**

2. The love-hate relationship with process

    ● We hate its use as organizational mantra

    ● But it captures the essence of what we do

    [People and organizations often get lost in the process and forget it is beholden to the outcome]

3. Organizational Written versus Unwritten Rules

"They are playing a game. They are playing at not playing a game. If I show them I see they are, I shall break the rules and they will punish me. I must play their game, of not seeing I see the game."

Ronnie Laing

Of the myriad of agile methods and techniques, why is the frequent delivery of code out of development the one axiom?

★ If a team has to produce working code out of their development environment every 2 to 4 weeks, every significant impediment will come to light.

★ Frequent delivery will drive a continuous improvement agenda for delivering value to the business (for tech … that is … software).
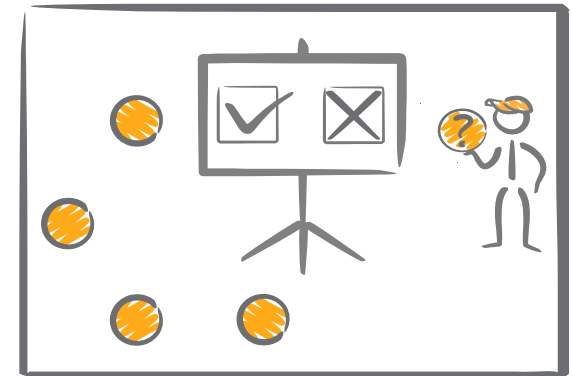
The only true metric in software development is working software, ultimately in production (killing the misuse of the word, *"done"* and it's close brother, *"almost done"*)

Be Outcome Based

We have often found that IT organizations focus on process milestones instead of results.

★   Focusing on delivery of working code drives organization members to become outcome focused versus process or role focused.

★   Accountability lies in results versus having a "check the box" view of accomplishing work.
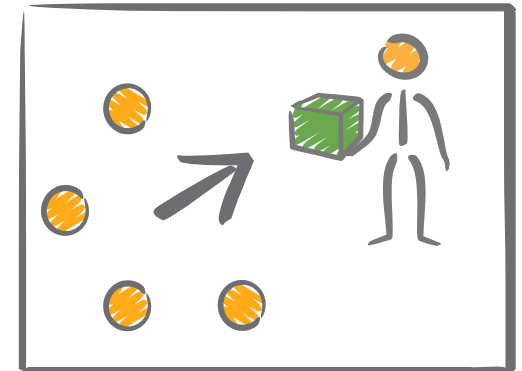
Performance lies in relevant delivery of value, where quality is innately part of the value, and productivity of individuals is key to driving the value stream.

Work With the Willing and the Needy

Spending time trying to convince the doubting thomases of a new approach is futile.

★ Find people with a real need to solve a problem and a willingness to try new approaches.

★ When teams start to demonstrate significant improvement, others with similar impediments will take note and become interested.
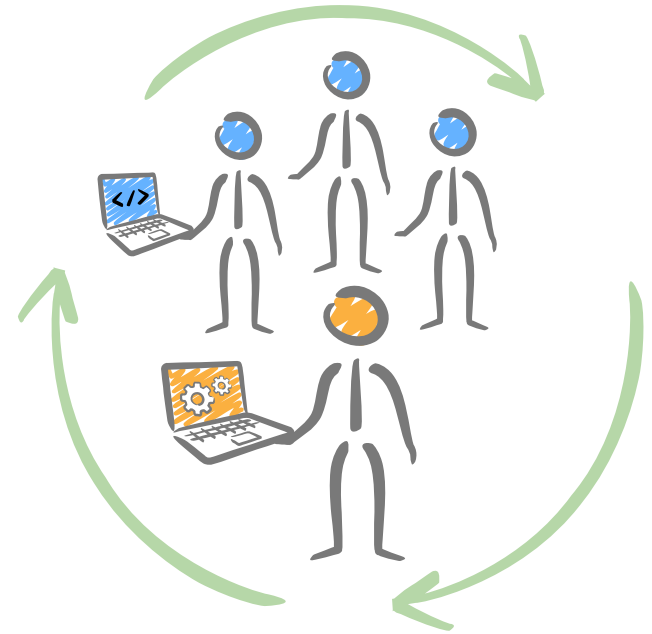
This includes the dubious, which prefer proven approaches which they witness firsthand.
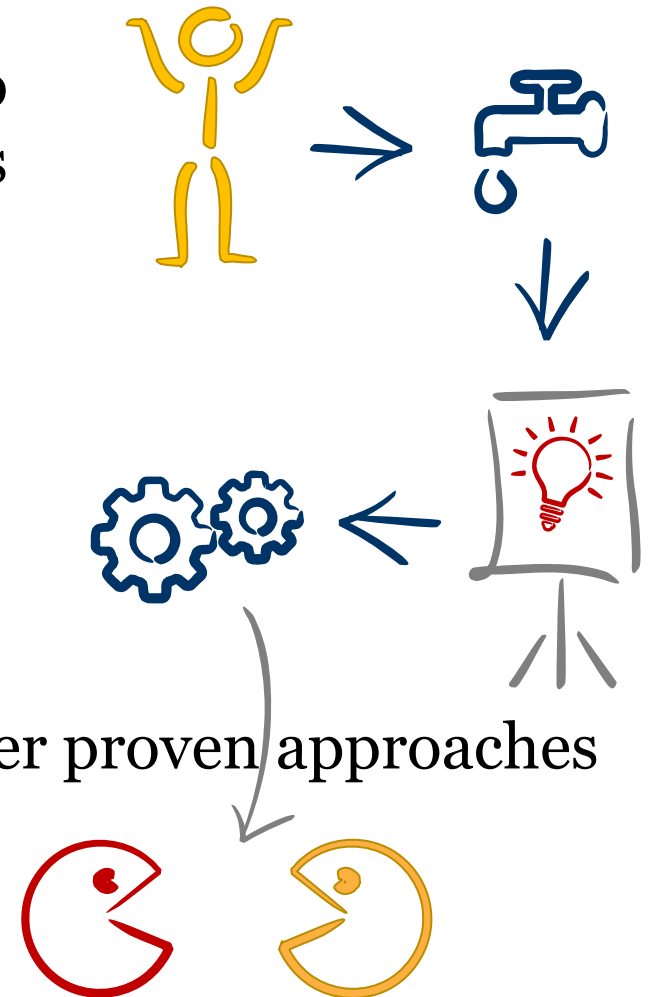
When driving toward specific improvements, skill must be developed to achieve proficiency.

★ People with skills specialized in the desired capabilities can demonstrate new methods and help develop team skills.

★ Watch. Do and Learn. Do.

[This takes patience!]

Transformation occurs through repetitive learning. Backsliding is not unusual. A team has truly transformed when it relies on the new approach to deal with delivery pressure and sticky issues.

[Automate]

Technology organizations should automate as much repetitive work as is feasible.

★ Tools and scripting to drive process consistency (repeatability)

- perform work (such as testing)

- self-service everything from provisioning to resource requests

- visibility into project status

"Even the cobbler's children need shoes."

Larry
Fitzpatrick

The right automation removes burdensome work from team members, increases predictability, communication, quality, and drives far greater productivity in both individual and team performance.

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Questions?

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